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ABSTRACT

Presents a brief history of Hudson County Community College (HCCC) and traces its development. HCCC is an institution in transition, which can be described best as a movement from the limited-mission Hudson County Community College Commission (a contract based college with degree-grading rights but no campus and few full time faculty) that was established in 1974 to the comprehensive-mission Hudson County Community College called for in the April 1993 mission statement. Although the commission became a college, little else changed. The contract-based delivery system was still in place, the college continued to serve a very small proportion of County residents in need of its programs and services, and the programs and services provided were housed in facilities that were less than adequate. However in 1992, a college task force issued a report calling for the development of a comprehensive urban community college worthy of the county. A new master plan, with a revised mission statement was created. The college's accreditation was reaffirmed by the Middle States Association of Colleges and Schools most recently in 1998. Presents a summary quotation from each of the college's mission statements (1997-Present), which provides the best indication of the transition from the institution's perspective. Includes the college's Mission Statement adopted as of April 13, 1993 and concludes with a list of significant dates in the accreditation history of HCCC (1974-2002). (VWC)

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HUDSON COUNTY COMMUNITY COLLEGE

A BRIEF HISTORY OF HUDSON COUNTY COMMUNITY COLLEGE

Report 00.04 - SR
May 2000

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INTRODUCTION

Hudson County Community College (HCCC) is an institution in transition. This transition can be described best as a movement from the limited-mission Hudson County Community College Commission that was established in 1974 to the comprehensive-mission Hudson County Community College called for in the April 1993 mission statement.

FROM COMMISSION TO COMPREHENSIVE COMMUNITY COLLEGE

In the summer of 1974, an Act of the state legislature (N.J.S. 18A:64A-32) made it possible for a county lacking a community college to establish a contract-based college (Commission). The essence of the Commission model is that while such colleges have degree-granting rights, they lack a campus and have a limited number of full-time faculty. Commissions are to enter into contractual agreements with other regionally accredited colleges, cooperating colleges, for the use of their facilities and faculty.*

Originally, HCCC had agreements with the three four-year colleges in the County: Jersey City State College (for day allied health and public and human services students), Saint Peter's College (for day business students), and Stevens Institute of Technology (for all science and technology students). The contract for science and technology programs was subsequently moved to the New Jersey Institute of Technology (NJIT). Although NJIT is located in Newark, Essex County, HCCC classes were offered at a leased facility in Jersey City.

*From 1974 to 1981, Hudson was the sole example of a community college commission in New Jersey. However, the two community colleges established after Hudson (Warren County Community College and Sussex County Community College) were founded as commissions.

At present, with the exception of a few specialized courses in allied health, all College courses are offered by HCCC faculty at HCCC facilities. From the beginning, the College offered ESL, noncredit, basic skills, bilingual, and evening degree credit courses through its small number of full-time faculty and its large adjunct faculty. In addition, the College has always taken responsibility for all student services (e.g., admissions, registration, counseling, financial aid, placement testing). Until 1992, the College owned one "administration" building and offered all courses and services at approximately 10 leased or rented facilities.

For the period 1974 - 1977, the College functioned as a consortium of Jersey City State College, Saint Peter's College, and Stevens Institute of Technology. In 1977, the Commission was reorganized, a new Board of Trustees was appointed, a new president and small administrative staff were put in place, and modifications were introduced into the contractual arrangements.

One of the recommendations of the Commmision on Higher Education, Middle States Association of Colleges and Schools, based on its initial accreditation visit (April 5-8, 1981), was that the Commission "secure a more appropriate title." At its October 16, 1981 meeting, the State Board of Higher Education passed a resolution in which it resolved:

> *That the Board of Higher Education authorizes change in the licensure of Hudson County Community College Commission so that it may operate in accordance with N.J.S. 18A:64A-8 and be known as Hudson County Community College ....*

Although HCCCC had become HCCC, little else changed. The contract-based delivery system was still in place, the College continued to serve a very small proportion of County residents in need of its programs and services, and the programs and services

provided were housed in facilities that were less than adequate.

During much of the transitional period, many areas of the College continued to reflect the impact of the major limitations of the Commission model.

The College's accreditation was reaffirmed by MSA in 1986 and most recently in 1998.

Although the College has been able to satisfy the concerns of both MSA and the State, the actions of these groups have had a positive and direct impact on the College's transition to a comprehensive community college.

In December 1991, the Department of Higher Education published a paper titled A Comprehensive Urban Community College: A Vision For The Future. A review of the programs and services of the six urban community colleges in the State revealed that Hudson was one of two in which "service gaps" existed. These gaps reflected low penetration rates, few academic programs, and low retention rates. The paper concludes with the statement that there is a need for HCCC, "to commit to achieving, at minimum, the characteristics of the other comprehensive urban community colleges in New Jersey ." (pp.5-6).

In February 1992, the Chancellor of the Department of Higher Education and the Hudson County Executive endorsed the creation of a Hudson County Community College Task Force (Blue Ribbon Panel) comprising leaders from the private, public and community sectors. The Panel was chaired by Ms. Marla Ucelli, of the Rockefeller Foundation.

In their report, Shaping The Future: County, Community, And College (May 1992), the Panel cited a number of the limiting unanticipated consequences of the

contract model and concluded that:

> *the broken state in which the college finds itself today is at least as much a result of initial design as it is the product of the problems, inefficiencies, and abuses that have filled headlines for the past several years (p.2).*

Therefore, their first step was to "encourage the county's elected leaders to take up the challenge of building--both literally and figuratively--a two-year college worthy of this community" (p.31). They also recommended "the creation of an implementation planning group, to be employed by the college, with the sole purpose of managing the development of a comprehensive implementation plan" (p.32).

The Panel's report was accepted by the County and the State, and in August 1992, a Blueprint Project Team was jointly appointed by the County and State. The Team was directed by Mr. Marvin Greenberg, former Senior Vice President, Rutgers University, and charged with devising a plan for HCCC to become a "comprehensive, urban community college." Mr. Greenberg and his team met with a wide range of County, State, and regional representatives and with representatives from various constituent groups within the College.

In order to coordinate the work of the Team with that of the College administration, Mr. Greenberg and his associate, Dr. Bonnie J. Wagner-Westbrook, met on a weekly basis with the president, the vice president for academic affairs, and the dean for planning and institutional research. These meetings reflect the philosophy of the Team:

> *It should be noted that the Blueprint Team took the position that the results desired by the County and the State would be most likely to take place if College personnel were to be integral parts of the plan rather than be the recipients of a design prepared without their close involvement (Hudson County Community*

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College: Blueprint Project, February, 1993, p.6).

The Blueprint Project (Greenberg Report) has served as a master plan for the College during the period 1992/93 - 1997/98. During the period February 1 - May 1, 1993, members of the College community reviewed the Blueprint Project and identified 158 unduplicated recommendations. Twelve recommendations were added by the College staff. These 170 recommendations formed the basis of Planning Objectives for the College during the 1993-1998 period.

At its April 13, 1999 meeting, the Board of Trustees adopted a resolution calling for "the development of a comprehensive college master plan to be completed by June 30, 2000." A proposal submitted by Professor Richard Alfred (Professor of Higher Education in the Center for the Study of Higher Education and Postsecondary Education, University of Michigan) and Ms. Patricia Carter (Executive Director of the Consortium for Community College Development, University of Michigan) was accepted by the Board. These consultants have worked with the HCCC community and in particular with the Strategic Planning Steering Committee to ensure that the Strategic Plan for the period 2000 - 2005 will be presented to the Board of Trustees at its June 2000 meeting.

MISSION DEVELOPMENT

A summary quotation from each of the College's mission statements (1977 - Present) provides the best indication of the transition from the institution's perspective.

1977 - 1982

> "Unlike many of the community colleges in the state system, Hudson County Community College does not aspire to be a comprehensive institution. Instead, its mission is to provide entry-level occupational and career certificate and AAS degrees to students who need preparation for employment or upgrading of current skills in their chosen vocation."

1983 - 1993

"The College's primary programmatic mission is to provide certificate and associate degree programs to students who seek preparation for employment or upgrading of occupational skills through program of study designed to lead to immediate employment or direct transfer to baccalaureate programs."

1993 - Present

"Hudson County Community College is a comprehensive urban community college. The mission of the College is to offer high quality programs and services which are affordable, accessible, and community-centered. All programs and services are designed to meet the educational needs of a linguistically and ethnically/racially diverse community, and to promote the economic, technological, cultural, social, and civic development of Hudson County and its service areas."

At its September 21, 1992 meeting, the Board of Trustees authorized the recently appointed president, "to implement a process that will culminate in the submission of a draft revised mission statement to the Board no later than April 1993." This mandate was taken as an opportunity to move the College from a limited-mission institution that emphasized career-oriented programs to a comprehensive urban community college. In addition, it was anticipated that the mission renewal process would enable the College to review its internal structure and culture and to establish or enhance its relationships with external communities.

The Board also recognized the importance of bringing the community into the mission renewal process.

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MISSION STATEMENT

Hudson County Community College is a comprehensive urban community college. The mission of the College is to offer high quality programs and services which are affordable, accessible, and community-centered. All programs and services are designed to meet the educational needs of a linguistically and ethnically/racially diverse community, and to promote the economic, technological, cultural, social, and civic development of Hudson County and its service areas.

The College is committed to equal educational opportunities for traditional and non-traditional students who can benefit from its programs and services without regard to race, ethnic or national origin, religion, age, gender, disability, economic status, or educational background.

The provision of a supportive and affirmative educational environment, and the principles of lifelong learning, excellence, and opportunity are central to all programs and services. To implement its mission, the College sets forth the following general goals:

- To provide liberal arts and science courses and associate degree programs that will prepare students to transfer to four-year colleges and universities.
- To provide courses, certificates and associate degree programs that will prepare students for immediate employment or provide for career enhancement.
- To provide general education courses to ensure that students can think critically and analytically, communicate effectively, solve mathematical problems, participate as informed citizens, appreciate cultural diversity and global interdependence, and are information and computer literate.
- To provide support services including counseling, job placement, aptitude and skills testing, financial aid, academic advisement, and basic skills development to help students succeed and benefit from academic programs.
- To provide programs and services appropriate to the linguistic diversity of the community.
- To provide educational and support services to businesses and industries to meet work force needs and to promote the economy of the County.
- To provide not-for-credit courses and programs including conferences, seminars, lectures, workshops and other activities to meet the continuing education, professional, and enrichment needs of residents of the County and of members of organizations within the County.
- To provide for collaborative relationships with local school districts; other colleges and universities; public and private agencies; and business, industrial, professional and labor associations to promote high quality and efficiency in all programs and services.

April 13, 1993

SIGNIFICANT DATES IN THE ACCREDITATION HISTORY OF HCCC (1974-2002)

Hudson County Community College is licensed by the State of New Jersey and accredited by the Commission on Higher Education (CHE), Middle States Association (MSA) of Colleges and Schools.

*	License Awarded.	1974
*	CHE Candidate Status Awarded.	1978
*	CHE Accreditation Awarded.	1981
*	CHE Accreditation Reaffirmed.	1986
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*	CHE Places HCCC on its Regular Accreditation Schedule. Ten year visit due in 1997.	1994
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Report 00.04 - SR
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